



*2011 3rd Quarter
Review

- * 2010/11 RCMP Reconciliation - \$400k under budget. "E" Division reconciliation
- * Corporate Services - \$840k under budget due to cutback in staff development, various labor savings, cutbacks in IT operations
- * Operations will track closer to budget at year end once year end allocations occur
- * Development Services under budget to due consulting fees not occurring that were originally budgeted and were to be recovered from developer
- * SOEC - expecting a surplus in the range of \$100k for 2011
- * All department are either under budget or tracking to budget
- * Monitoring pool operations to determine baseline budget for 2012

***Operations -
Expenses**

3rd Quarter Operating Results - Expenses

General Fund Expenses	Sept 30/11	Sept 30/11			2011	Sept 30/10
	Y-T-D	Budget			Budget	Y-T-D
Corporate Administration	6,712,231	7,552,681	89%	840,450	9,740,852	6,340,189
Protective Services	9,185,277	9,525,881	96%	340,604	12,701,175	8,667,156
Operations	9,465,846	9,800,749	97%	334,904	12,501,122	8,921,447
Recreation & Culture	1,202,081	1,191,220	101%	(10,861)	1,850,400	1,440,105
Development Services	1,157,244	1,408,609	82%	251,365	1,878,145	1,277,248
Transit	1,066,562	1,184,295	90%	117,733	1,579,060	954,298
SOEC	6,578,587	6,689,911	98%	111,324	7,174,862	2,032,521
	35,367,828	37,353,345	95%	1,985,518	47,425,616	29,632,963

- * Facility Rental - \$100k under budget. Will correct in last quarter due to ice rentals at McLaren
- * Building Permit - \$100k under budget. Projected to be \$150k under budget at year end
- * DCC's - total of \$207k collected to Sept 30. Although DCC's don't flow to general revenue it is an indication of development activity in the City
- * Cemetery revenues projected to be \$70k under budget
- * Recreation revenues \$112k over budget due to community centre reopening
- * Operation revenues will track closer to budget when final year end adjustments are made

* Operations - Revenues

3rd Quarter Operating Results - Revenues

General Fund Revenues	Sept 30/11 Y-T-D	Sept 30/11 Budget	%	Variance	2011 Budget	Sept 30/10 Y-T-D
Corporate Administration	39,711,849	39,778,299	99.8%	(66,450)	47,328,871	33,562,267
Protective Services	1,230,698	1,233,597	99.8%	(2,900)	1,303,969	1,238,441
Operations	3,532,744	3,814,634	92.6%	(281,889)	4,570,360	3,833,025
Recreation & Culture	550,461	441,075	124.8%	109,386	588,100	394,256
Development Services	679,966	757,875	89.7%	(77,909)	1,010,500	1,153,673
Transit	415,000	444,452	93.4%	(29,452)	592,603	377,920
SOEC	23,280	90,000	25.9%	(66,720)	120,000	47,746
	46,143,997	46,559,932	99.1%	(415,934)	55,514,403	40,607,327

2012 Budget Timeline

- * August 9 - Budget Forecast presented to Council
- * August 12 - Budget Working Copy sent to all departments
- * October 28 - Budgets Due
- * Nov 1, 2, 4 - Detailed Operations Budget reviews with Leadership group
- * Nov 14, 15 - Detailed 5 year Capital Budget reviews
- * December 12 - 16 Council Budget Orientation & Review

Budget Committee meetings:

- * January 10, 11, 17, 18, 23, 24, 25
- * February 6 - Budget Bylaw 3 readings
- * February 20 - Budget Adopted

***Budget Timeline**

- * Inclusive Approach - All managers involved in process. Each department presenting budget
- * Intended to be a informative but critical process
- * Focusing on efficiencies and productivity
- * Each department will be charged with defending their budget in detail and will be challenged on "Why processes and tasks are done in a specific way"
- * Can processes be done differently?

* Budget Process